

INFLUENCE OF PROJECT LEADERSHIP STYLES ON PROJECT PERFORMANCE: A CASE OF FAIR CONSTRUCTION COMPANY IN RWANDA

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Abstract: Many projects continue to fail despite the huge investment and use of established project methods and techniques, as the leadership competency required for successful project performance have been found lacking. A project's success or failure is in part, based on effectively managing the constraints of scope, time, costs, and quality expectations. To achieve this, it is essential that the project manager possess and display appropriate project management leadership. The purpose of this study was to investigate the influence of leadership styles on project performance in Rwanda. The study investigated if authoritative, authoritarian, democratic and permissive leadership styles applied by Consultants' project managers influenced the performance of construction projects in Rwanda. The study adopted a descriptive survey design. This research used a case study design. The target population for this study consisted of 116 Fair construction staff in the five construction projects whose contract period had elapsed at fair construction. Stratified sampling technique was used to select the samples. Data was collected by use of questionnaires, and a pilot study was conducted prior to the main research to pre-test and try out research protocols, data collection instruments, sample strategies, and other research techniques. Both content and construct validation were used to tests the validity of the instrument while Cronbach's coefficient will be used to assess the reliability of the instruments. Data was processed using Software Package for Social Sciences (SPSS) version 21. The study deduced that aspects of transformative leadership like reactivity in finding solutions to challenges, establishing good working relations between contractors and consultants, advising client to pay contractors on time and consensus building accelerates projects progress. Also, it concluded that Autocratic leadership delays completion of road projects due to high turnover of key staff, poor working relations with contractors, staff low morale and lack of commitment to work since project manager does not entertain queries on design errors, missing items in Bill of Quantities and conflicting instructions to the contractor. It was established that project managers employing democratic leadership complete their projects earlier or within contract period due to regular consultations on design reviews, evaluation of contractor invoices and claims, decision making and delegation of duties making the whole process all inclusive. Finally, on Permissive leadership, the study revealed that when staff are allowed to develop procedures for quality control, work methods, verification of contractor's invoices and design reviews without consulting project manager, they expose client to financial and time extension claims, many centers of power arise as well as corruption through inflation of Bill of Quantities thus delaying completion of road projects. The study recommends use of Transformative and democratic leadership's together in construction projects as they scored highly from respondents below 40years representing 67% of respondents who do not want to be micro managed but need considerable freedom to perform tasks with guidance of project manager. The study also recommended that all senior staff should possess a minimum of postgraduate diploma in project management before being deployed to construction projects. Finally, Permissive leadership should be discouraged as it exposes clients to claims for money and extension of time, corruption through inflation of bill of quantities by contractors as well as creating many centers of power making road construction inefficient.

Keywords: Leadership, Style, Autocratic Leadership Style, Democratic Leadership Style, Laissez-Faire Leadership style, Transformative Leadership Style Performance.

1. INTRODUCTION

1.1 Background of the study:

Many companies fail to become what they want to be because they cannot translate their business strategies into action. Formulating and communicating a strategy is not enough. To realize it fully, effective implementation and leadership is critical. When it comes to the time of implementing a strategy, many companies find themselves stymied at the point of execution

Construction companies must utilize planning, organizing, leading and controlling, known as the four basic management functions. Project managers should possess these functions in order to successfully manage projects. Researchers in construction management have unequivocally reiterated the fact that project manager is one of the most important success factors of projects. Herbert et al. have gone to an extent of quantifying cost saving of as much as 10% through a well-qualified manager (Herbert et al., 2007). Little attention has been given in the leadership issues in construction (Bresnen et al., 2006) despite the fact that there is so much literature and research in other industries. Langford et al. (2008) believe that the low volume of leadership related studies in construction is due to the lack of understanding of knowledge of the industry on the part of social scientists and lack of understanding of the social sciences by those in the industry (Langford, 2005). Researchers have stressed on the importance of leadership styles and have given a lot of suggestion on the characteristics, attributes and skills that can be effective in the construction industry. Goodwin stresses the importance of effective leadership and points out the skills required of effective project managers (Goodwin, 2003). Study of leadership style and their effectiveness in managing projects is quite relevant to construction industry because construction managers have to wear different hats at different circumstances.

Rowlinson et al. (2013) found that construction managers displayed supportive style in feasibility study and pre-contract stages of works eventually transforming to directive styles as construction progressed. Although it is extremely difficult to prove the cause-effect relationship of particular leadership style to the effectiveness of the project, however there are many studies that have been undertaken in the past that provide correlation between the styles of leadership exhibited to the performance of the project. Monaghan (2001) observed that project managers who were high in task and low in people consideration produced an acceptable level of commercial performance. In a similar study by Fraser (2000) project managers who scored high on the effectiveness scale favored team-style leadership where as those who followed a production style leadership scored the lowest of all. Those using a compromise leadership style had middle range effectiveness score. According to Walker, leadership is defined as the manner in which the project managers conduct themselves in their role in order to obtain the best performance from the people they are managing (Walker, 2006).

Much of the project management literature suggests performance of projects depends on a wide range of critical factors, which are difficult to quantify, standardize and present in varying degrees among projects (Tesch, Kloppenburg, & Frolick, 2007; Gowan & Mathieu, 2005). At the same time, there are also questions about whether leadership is critically important for achievement of high level of projects performance (Peterson, Smith, Martorana, & Owens 2003). This mixed research findings of the different scholars, suggest that there is need for more studies to establish the influence of leadership on performance of construction projects.

1.2 Statement of the problem:

Project Management Body of Knowledge [PMBOK] (2011) argued that a project is considered underperforming when it has not delivered what was required, in line with expectations of cost, quality and time. Robertson & Williams (2006) says despite advance in project management methodologies many projects continue to underperform for a number of reasons including: lack of effective leadership, poor motivation among others. A number of other studies done in Western countries including Dick (2012), Project Management Institute Report [PMI] (2008), Lehtonen, (2001); Samson & Lema, (2002) and Kuprenas (2003), have found out that either under performance or decline in performance or failure in projects out rightly is experienced across the globe.

Timely completion of construction projects in Rwanda is affected by climatic conditions, changes in design during construction and delayed payments by government. Despite government fast-tracking payments, carefully monitoring weather in project areas and engaging consultants to manage road construction projects on its behalf to improve efficiency, delayed completion is still being observed in most road projects. This continued delay in completion of road projects has raised the question “what leadership role do project managers play in delayed completion of construction projects?”.

An analysis of existing literature on project performance and the role of leadership resulted in findings that are inconsistent. For instance, although several studies (Kissi, *et al.*, 2013) found transformational leadership to be a predictor of project performance, Keegan and Den

Hartog (2004) found no significant link between transformation leadership style and project performance. In addition, several studies (Chan, *et al.*, 2001; Wang, *et al.*, 2005; Mishra, *et al.*, 2011) have found that project manager’s leadership style and project performance are highly correlated. Further, despite Yang, *et al.*, (2011) findings that project characteristics moderates the relationship between teamwork and project performance, Gowan and Mathieu (2005) found that some project characteristics such as technical complexity and project size have no impact on project performance. The motivation of this study therefore was to identify and investigate four aspects of leadership styles that project leaders could utilize to influence the performance of technology projects at Fair construction projects.

1.3 Objectives of the study:

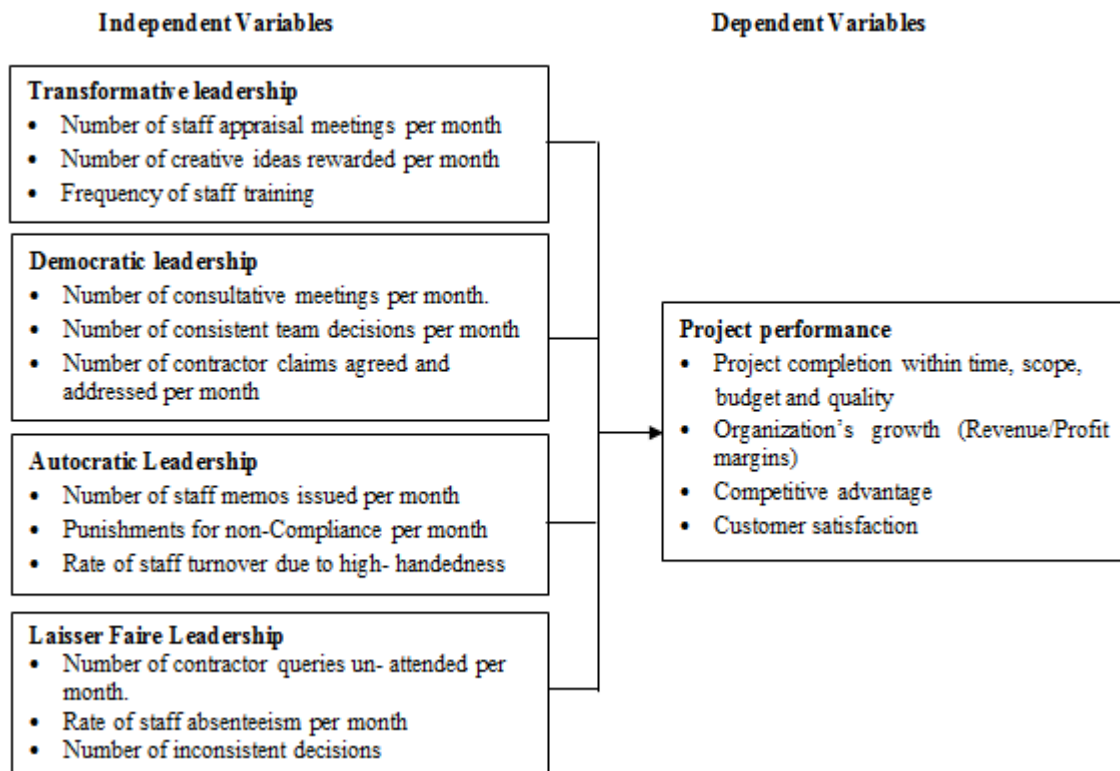
The general objective of this study was to investigate the influence of project management leadership on performance of construction projects at Fair Construction Company and the specific objectives include: (i) To analyze the influence of Transformative leadership style on performance of construction projects managed by Fair Construction Company.(ii)To examine the influence of Autocratic leadership style on performance of construction projects managed by Fair Construction Company. (ii)To assess the influence of Democratic leadership style on performance of construction projects managed by Fair Construction Company. (iv)To investigate the influence of Permissive (Laissez Faire) leadership style on performance of construction projects managed by Fair Construction Company.

1.4 Research Questions

The study was based on the following research questions:

1. To what extent does Transformative leadership style influence performance of construction projects managed by Fair Construction Company?
2. How does Autocratic leadership style influence performance of construction projects managed by Fair Construction Company?
3. What is the influence of Democratic leadership style on performance of construction projects managed by Fair Construction Company?
4. How does Permissive (Laissez Faire) leadership style influence performance of construction projects managed by Fair Construction Company?

2. CONCEPTUAL FRAMEWORK



Primary source: researcher 2018

2.1 Empirical literature:

From the empirical literature, most research showed that leadership had a significant influence on performance of construction projects, and different project management leadership styles had a positive correlation or negative correlation with the performance, depending on the variables used by researchers (Fu-Jin et al., 2010). McGrath and MacMillan (2000) reported that there was significant relationship between leadership aspects and performance, and effective leadership was seen as a potent source of management development and sustained competitive advantage. Project management leadership helped organization achieve their current objectives more efficiently by linking job performance to valued rewards and ensured that employees had the resources needed to get the job done. According to Sun, (2002), construction projects attributed their successes to leadership efficiency and as opined by Fu-Jin et al. (2010), when PMs” used their leadership skills, experience, control and style to demonstrate concern, care and respect for employees, it increases interest of employees in their work and enabled them to put up better performance.

2.2 Research Gaps:

The literature on leadership provides insights about the influence of leadership style of top executives on firm performance. Research to date has thus left us with a clear understanding of the existence of different aspects of leadership, including leadership style, which are hypothesized to influence organizational performance in different ways. However, little critical research attention has been devoted to understanding the links between the leadership style and achievement of objectives of an organizational strategic plan. The present study hopes to close this gap and establish a relationship between leadership style and performance, which, for the purpose of this study, is defined as the achievement of the objectives of a strategic plan. The study focuses on performance at an organization level and not at an individual level. In light of this gap this research could be of benefit to companies and managers.

3. RESEARCH METHODOLOGY

3.1 Research design:

A descriptive survey design which used interviews both structured and unstructured and Questionnaires will be used in this study to examine the influence of leadership styles on performance of construction projects managed by Fair Construction Company. Descriptive survey is a method of collecting information by interviewing and administering questionnaires to a sample of individuals (Anderson and Patterson 1990). According to Bogdan and Biklen (1992), descriptive survey enables the researcher to collect information through questionnaires to determine the opinions, attitudes, preferences and perceptions of persons of interests to the research. Descriptive design enabled researcher to collect both qualitative and quantitative data for measuring variables and answer the research questions.

3.2 Target Population is 116 respondents as distributed below:

Table 3.1: Population under study

Category	Target population
Engineers	5
Material experts	24
Inspectors/Surveyors	36
Support staff	51
Total	116

3.3 Sampling Procedure:

The study used both probability and non-probability sampling techniques to sample and select the respondents.

3.4 Sampling Technique: The sampling techniques applied were as follows:

- Stratified sampling was employed to sample senior managers and project managers.
- Simple random sampling technique was used to select the Project teams and consultants.

3.5 Sample size:

The sample size employed was 90 respondents as it statistically calculated using Slovene’s formula indicated below.

$n = \frac{N}{1 + N(e)^2}$ Where; **n** is the sample size, **N** is the population size, **e** is the desired level of precision (0.05).

Table 3.2: Sample size determination is stipulated in the table 3.2.

Category	Target population	Sample size
Engineers	5	4
Material experts	24	19
Inspectors/Surveyors	36	28
Support staff	51	39
Total	116	90

3.6 Data collection instrument:

The data collection instruments applied were Questionnaire, Pilot testing, and Validity Reliability:

3.7 Data Analysis:

The Qualitative and quantitative methods of data analysis were used in this study.

Quantitative data collected through questionnaires was coded and analyzed using Statistical Package for Social Sciences (SPSS) Version 21.0. Descriptive statistics specifically frequencies and percentages will be generated through descriptive analysis. Inferential statistics mainly correlation and regression will be used to test on the relationship among the variables of the study. Correlation analysis was used to estimate the existence of relationship between the study variables.

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Influence of Transformative leadership style on performance of construction projects at Fair Construction Company:

The study sought the view of the respondents regarding Transformative leadership style on performance of construction projects at Fair Construction Company. Respondents' opinion on Transformative leadership style on performance of construction projects was captured using 1-Strongly disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 –Strongly agree. The statements, respondents' opinions and their percentages are as shown below:

Table 4.1: Respondents views on Transformative leadership style on performance of construction projects

Statements	N	Mean	Standard deviation
Project manager (R.E) is proactive in finding solutions to project challenges.	80	2.05	0.826
Project manager (R.E) encourages and support staff to attain good working relationship with contractors	80	2.64	0.959
Project manager (R.E) motivates all the staff to finish project on time.	80	2.13	0.833
Project manager (R.E) encourages both Head of Departments and subordinate staff to do things in a creative and innovative ways.	80	3.77	0.959
Project manager (R.E) fights for the welfare of his staff	80	2.05	0.972
Project Manager organizes Project Management training for all staff on effective road management	80	2.13	0.801
Project manager (R.E) organizes staff professional development programs	80	4.08	0.870

As it is indicated in the table above, Respondents also agreed that when project manager encourages both Head of Departments and Subordinate staff to be creative and innovative in applying their technical skills and experiences in solving emerging challenges in road construction, there is timely approval of work done, efficient communication and minimal design variations as he fights for their welfare and this influence the completion time of road construction projects as indicated by mean scores of 3.77and 2.05respectively.

Finally, respondents agreed that the project manager has not organized project management training for senior staff to improve road management skills in decision making. Also no professional training programs have been arranged to learn new emerging technologies in design and construction which are efficient as this extend completion time of construction projects indicated by mean scores of 2.13and 4.08 respectively.

4.2 Influence of Democratic leadership style on performance of construction projects at Fair Construction Company:

The study sought the view of the respondents regarding democratic leadership style on performance of construction projects at Fair Construction Company. Respondents' opinion on Democratic leadership style on performance of construction projects was captured using 1-Strongly disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 –Strongly agree. The statements, respondents' opinions and their percentages are as shown below:

Table 4.2: Respondents views on Democratic leadership style on performance of construction projects

Statements	N	Mean	Standard deviation
Project manager (R.E) is friendly and approachable by all employees	80	2.54	1.072
I'm consulted before my project manager (R.E) makes a decision on contractor claims in construction project	80	2.21	0.923
My supervisor encourages delegation of duties	80	3.18	0.942
I act without consulting my supervisor in approving construction works	80	4.00	1.100
I dialogue with my supervisor on a daily basis on contentious issues on the road project	80	2.54	1.072
I am involved in work performance appraisals to my department in the construction project.	80	2.15	1.040

Table 4.2 above summarizes the influence of democratic leadership style on performance of road construction projects. From the findings, most of the respondents agreed that the Project manager (R.E) is friendly and approachable by all employees creating a good working environment for constructive engagement on work methodologies, progress review and work coordination as this influence the performance of construction project as indicated by mean scores of 2.54. Respondents agreed that they are consulted before project manager (R.E) makes a decision on contractor claims, design reviews, site instruction making, and verification of Contractor invoices and approval of work done since they have time and cost implications on the performance of construction project as indicated mean scores of 2.21

Most respondents disagreed that they act without consulting their supervisor in approving road works since work quality will be compromised, work approval delayed, affect work coordination, claims of time extension will increase, quality control processes and procedures will be ignored by contractor and this will influence the performance of construction project as indicated by mean scores of 4.00

Respondents agreed that they dialogue with their supervisor on daily basis on contentious issues to build consensus, team work, avoid delays in decision making, review designs and work methodologies to speed up work as this will influence the performance of construction project as indicated by mean scores of 2.54.

Finally, respondents agreed that they are involved in work performance appraisals, setting of targets and their evaluation, consensus building on work rules and procedures in their departments in the road project as they will influence the performance of construction project as indicated by mean scores of 2.15

4.3 Influence of Autocratic leadership style on performance of construction projects at Fair Construction Company:

The study sought the view of the respondents regarding Autocratic leadership style on performance of construction projects at Fair Construction Company. Respondents' opinion on Autocratic leadership style on performance of construction projects was captured using 1-Strongly disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 –Strongly agree. The statements, respondents' opinions and their percentages are as shown below:

Table 4.3: Respondents views on Autocratic leadership style on performance of construction projects

Statements	N	Mean	Standard deviation
Project manager (R.E) makes decisions on road project management without entertaining any suggestions.	80	4.05	0.887
Project manager (R.E) rewards handsomely those loyal to him.	80	4.31	0.766
The project manager (R.E) punishes those who question the accuracy of some designs and instructions to the contractor	80	3.85	1.040
Project manager (R.E) commands and expects total compliance at all times without question.	80	2.26	0.910

Respondents also did not agree that the project manager (R.E) punishes those who question the accuracy of some designs and instructions to the contractor and that he commands total compliance at all times without question affect performance of construction projects as indicated by mean scores of 3.85 and 2.26 respectively.

4.4 Influence of Permissive (Laissez Faire) leadership style on performance of construction projects at Fair Construction Company:

The study sought the view of the respondents regarding Permissive (Laissez Faire) leadership style on performance of construction projects at Fair Construction Company. Respondents' opinion on Permissive (Laissez Faire) leadership style on performance of construction projects was captured using 1-Strongly disagree; 2 – Disagree; 3 – Indifferent; 4 – Agree; 5 –Strongly agree. The statements, respondents' opinions and their percentages are as shown below:

Table 4.4: Respondents views on Permissive (Laissez Faire) leadership style on performance of construction projects

Statements	N	Mean	Standard deviation
Project manager (R.E) consults a lot with staff members on project management decisions.	80	3.26	1.019
Project manager (R.E) is involved in policy formulation in the management of road project but does not dominate.	80	2.49	1.121
Project manager (R.E) makes a decision after consulting project staff.	80	2.31	0.800
Project manager (R.E) allows staff to make their own decision without any interference.	80	2.34	1.030
Head of department is free to make approval of work decisions without involving project manager (R.E)	80	2.39	0.986

In respect of the table above, Respondents also agreed that project manager makes a decision after consulting project staff so as to have a collective team decision with support of all. Despite being a good approach because of consensus building, some complex issues like washed away bridges/carriageway and landslides on roads require urgent decision thus huge delays causes inconveniences and cost overruns which will extend completion time of construction projects as indicated by mean score of 2.31. Likewise, respondents were agreed that project manager allows staff to make their own decisions without any interference. This encourages quick decision making for work approvals, good time management, timely approval of contractor requests/ invoices, good organization of labor and experience, but on the other side staff may be compromised by contractor for their own interests, the project incurs huge financial losses due to poor workmanship and inflation of quantities in the contractors' invoices. When the staff makes their decisions with consulting project manager, the decision making is slow and demand for kickback arises and this leads to claims due to delays and too much democracy undermines the authority of project manager and this will affect the completion time of road construction

projects as indicated by mean score of 2.34.

Finally, respondents agreed that heads of department are free to make decisions of work approval without involving project manager. This ensures timely decision making on work approval, enforcement of design to avoid variations, efficient monitoring and evaluation and but many centers of power emerge competing rather than complementing each other resulting in uncoordinated decisions/approvals, delays, corruption, abuse of office and total lack of commitment to work. The contractor exploits this loop hole for their financial gain and as the project runs beyond contractual timelines, costs overrun occur which will influence the affect completion time of road construction projects as indicated by mean score of 2.39.

5. SUMMARY, CONCLUSIONS ANDRECOMMENDATIONS

5.1 Summary of the study:

The study sought to analyze the influence of transformative leadership style on performance of construction projects managed by Fair Construction Company, to examine the influence of Autocratic leadership style on performance of construction projects managed by Fair Construction Company, to assess the influence of Democratic leadership style on performance of construction projects managed by Fair Construction Company and to investigate the influence of Laissez Faire Leadership style on performance of construction projects managed by Fair Construction Company, Rwanda.

5.1.1 The first objective of the study was to analyze the influence of Transformative leadership style on performance of construction projects managed by Fair Construction Company:

On influence of transformative leadership on performance of construction projects, the study established that it is the most employed leadership in road construction projects as it was applied in four out of five construction projects examined where it had the highest averaged scores. Respondents also agreed that project manager encourages good working relations with contractors as a team sharing design reviews, respecting each other's roles and responsibilities, taking joint

measurements for work done to minimize disputes and reviewing work procedures to fast track the work. This ensures that there is harmony on site and good communication which is key factor in success or failure of an organization in general and project in particular. Likewise, the study showed that when project manager encourages both Head of Departments and Subordinate staff to be creative and innovative in applying their technical and social skills as well as work experiences in solving emerging challenges in construction, there is timely approval of work done, quick adoption of new technologies, efficient communication and minimal design which accelerates the project progress to meet specified contractual deadlines.

5.1.2 The second objective was to examine the influence of Autocratic leadership style on performance of construction projects managed by Fair Construction Company:

Respondents did not agree that Project manager (R.E) makes all decisions on road project management without entertaining any suggestions and neither does he reward handsomely those loyal to him. The study also noted respondents did not agree that the project manager (R.E) punishes those who question the accuracy of some designs and instructions to the contractor and that he commands total compliance at all times without question since this would result in abuse of office, killing staff morale and high turnover of staff since most respondents would prefer to leave the project.

5.1.3 The third objective of the study was to assess the influence of Democratic leadership style on performance of construction projects managed by Fair Construction Company:

On influence of Democratic leadership on performance construction projects, the finding of study indicated that, democratic leadership is also popular with project managers garnering high averaged scores across the five projects examined. Respondents agreed project manager (R.E) is friendly and approachable by all employees creating a good working environment for constructive engagement on work methodologies, progress review and work coordination. They are consulted before project manager (R.E) makes a decision on contractor claims, design reviews, site instruction making, and verification of Contractor invoices and approval of work done since they have time and cost implications. This ensures no loophole is created which can be exploited by contractors for their financial gain as well as team ownership of the final decision.

5.1.4 The fourth objective of the study was to investigate the influence of Permissive (Laissez Faire) leadership style on performance of construction projects managed by Fair Construction Company:

On influence of Permissive leadership on performance of construction projects, the findings of the study, permissive leadership exhibited application with some moderation across the five projects as shown by moderate averaged scores from the respondents. From the findings, respondents agreed that Project manager (R.E) consults a lot with staff members on project management decisions to build consensus and team work thus ensuring final decision is acceptable to all. They are also involved in policy formulation where project manager does not dominate but gives project team members a freehand to develop procedures and processes for quality control, work methods, verification of contractor invoices and design reviews a weakness that exposes the client to financial and time extension claims.

5.2 Conclusions:

From the study findings, study concludes that transformative leadership style is the most popular leadership style among project managers in Fair Construction Company the road construction projects, followed by democratic leadership, Permissive leadership and Autocratic leadership in 2nd, 3rd and 4th positions respectively.

1. On influence of transformative leadership on performance of construction projects, the study concluded that by project manager being proactive in finding solutions to project challenges, encouraging good working relations between contractor and consultant, advising clients to contractors on time and consensus building accelerate work progress.
2. On influence of Autocratic leadership on performance of construction projects, the study concluded that when project manager makes all the decisions without entertaining suggestions, punishes those who question the accuracy of designs and instructions to contractor, the work environment becomes uncondusive and staff morale goes down. There is tendency of staff hating workplace and work in particular resulting in poor work output, lack of commitment and high turnover of staff as they protest against dictatorial tendencies. This affects the progress as the process of hiring and leaving of staff members from the project affect planning and execution of work.
3. On influence of Democratic leadership on performance of construction projects, the study concludes that the project manager is approachable, engages in consultation in design reviews, evaluating contractor invoices and claims and encourages easier decision making through delegation of duties enhances cooperation to finish project on time.

4. On influence of Permissive leadership on performance of construction projects, the study concludes when project manager leaves staff to make procedures for quality control, work methods, verification of contractor invoices and design reviews without his guidelines it exposes the client to financial and time extension claims. This also opens avenues for corruption through inflated bill of quantities from contractors, kickbacks and arm-twisting on both the contractor and consultants thus denying public value for money from the project.

5.3 Recommendations

Based on the study findings, the following recommendations are made;

1. Transformative and democratic leadership be employed concurrently by project managers to ensure effective and efficient road construction management. The two leadership styles scored highly from respondents where 67% are below 40 years thus belonging to generation Y and X born in 1980's and 1990s who do not want to be micro managed but need considerable freedom to complete their task with a guiding hand of project manager.
2. None of respondents had a Master's degree in Engineering or Project Management, a situation that needs urgent attention since this implies road construction projects are managed by staff with limited management skills. All senior staff should be required to attain at least a postgraduate diploma in Project Management from a recognized institution before being deployed to manage construction sites.
3. Discourage the use of Laissez Faire Leadership due to its poor management techniques which expose clients to claims for money and extensions of time, create avenues for inflation of Bills of Quantities by contractors, corruption and more than one Centre of power making construction inefficient.

5.4 Suggestions for Further Research

The study suggested the following areas for further study

1. Factors influencing the performance of construction projects implemented through Private Public Partnerships in Rwanda.
2. The influence of characteristics of project manager on performance of construction projects in Rwanda.

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